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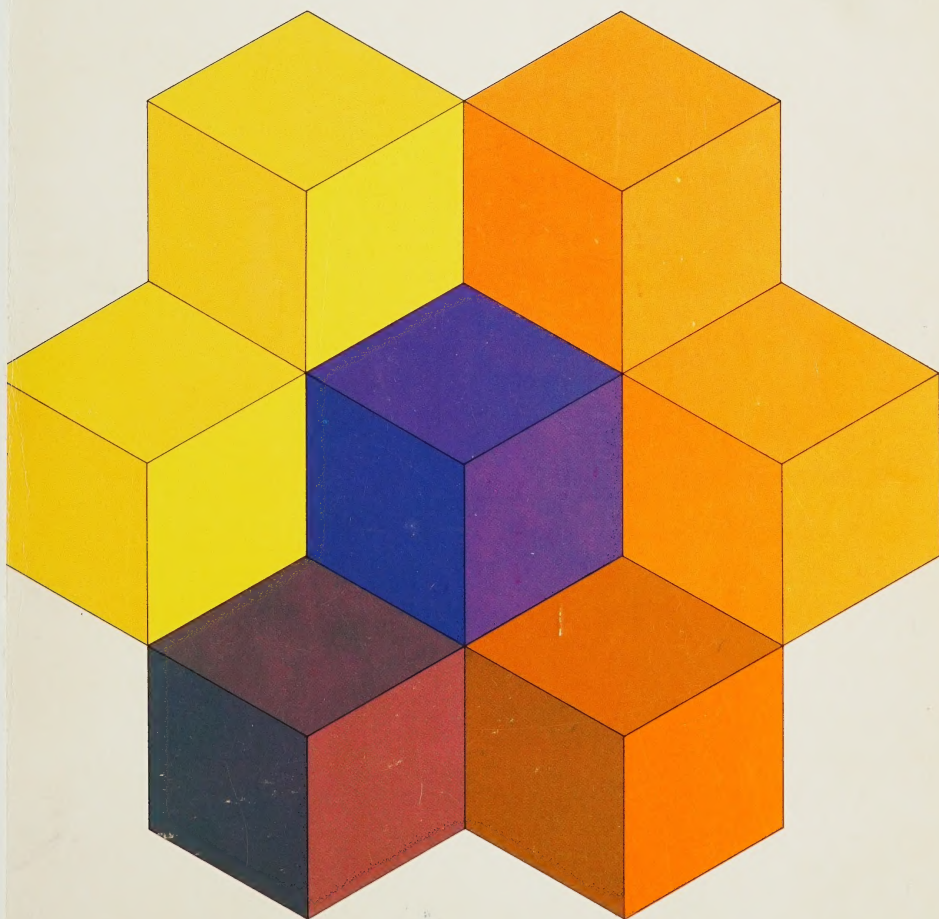
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Ontario. Ministry of Natural Resources  
A guide to the organization and  
management system  
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Ontario Ministry of  
Natural Resources

A Guide to the Organization  
and Management System





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# Introduction

The Ministry of Natural Resources came into being April 1, 1972 as a result of a major restructuring of the Government of Ontario.

This booklet outlines the broad role, overall plan of organization and structure of the Ministry.

It describes in summary form the authority and responsibility of the various organization units and levels and some of the co-ordinating mechanisms for their effective performance.



# The Role of the Ministry of Natural Resources

## *The goal of the Ministry is:*

To provide opportunities for outdoor recreation and resource development for the continuous social and economic benefit of the people of Ontario and to administer, protect and conserve public lands and waters.

The Ministry is concerned with the management of the 90 percent of Ontario that is composed of non-urban, non-agricultural lands and waters. Because land and water areas are finite, and demands upon them are increasing rapidly, an integrated program that provides optimum recreational and employment opportunities now and in the future is required so that the people of Ontario will derive continuous social and economic benefits.

Within this broad goal, overlapping objectives are inevitable both within the Ministry and with the objectives of other Ministries. Integrated planning is required so that conflicts can be minimized and resolved at an early stage. The Ministry performs for the government a principal role in the co-ordination between all agencies involved in public land management.

The Ministry's programs are concerned with the use of the physical resources of land, water, trees, fish, animals and minerals for recreation and resource utilization. In all cases the potential impact of management techniques upon natural ecosystems is great. The Ministry therefore has a major responsibility to sustain the supply of renewable resources and to utilize and manage the land, water and mineral resources so as to minimize adverse environmental effects.

*The goal of the Ministry of Natural Resources can be separated into three programs:*

*Land Management Program  
Outdoor Recreation Program  
Resources Products Program*

## *The objective of the Land Management Program is:*

To administer, protect and conserve public lands and waters; and to ensure with other agencies, through participation in planning and control, coordinated uses of all lands and waters.

Public lands and waters are those lands in which the title is vested in the Province of Ontario and includes areas that have never been alienated and those that have been reacquired.

The Ministry has a dual role in land management. The first is a custodial role to protect the capability and quality of the 90 percent which is public land; to plan and control its use; to dispose of it prudently to meet individual and industrial demands; and to acquire areas required to provide for the Ministry's programs.

The second role is to participate in the planning and control of the total land area of the province to ensure a harmonious pattern of uses. Generally, public lands can satisfy a number of integrated uses, either simultaneously or sequentially.

*The objective of the Outdoor Recreation Program is:*

To provide from public lands and waters and to encourage on other lands and waters:

A wide variety of outdoor recreational opportunities accessible to and for the continuous benefit of the people of Ontario

The identification and conservation of unique or representative physical, biological, cultural and historical features of the province

A continuous contribution to the economy of Ontario from tourism and its related industries.

Private landowners and local governments must be encouraged to contribute to the supply of recreational opportunities through the Ministry's provision of advice or incentives, as it is not possible to meet recreational demand on public lands alone.

"A wide variety", implies that there should be something of interest to everyone in the outdoor recreation system. The "continuing benefits", are social amenity benefits which accrue only to residents, and which will be perpetuated. "Accessible to" concludes that a large percentage of these recreational opportunities will be available to low income groups, to the disadvantaged and to people with little time available to recreate.

The objective emphasizes that physical, biological, cultural and historical resources are important elements in man's environment, and that unique components should be conserved for all mankind. It is necessary to identify these features and to manage them in such a manner that they will continue to contribute to man's understanding and appreciation.

The objective recognizes the attractiveness of Ontario's outdoor recreational resources to the non-residents of Ontario, and the economic benefits that can accrue to the Province through tourism. It also suggests that if the resource base is properly managed the contribution should be continuous. In some cases, demands of residents of Ontario and tourists exceed the supply of recreational opportunities and trade-offs between social and economic benefits may be necessary.

*The objective of the Resource Products Program is:*

To provide an optimum continuous contribution to the economy of Ontario by stimulating and regulating the utilization of available supplies of fish, furbearers, minerals and trees by resource products industries.

The Ministry is concerned with contributing to the economy of Ontario through the utilization of natural resources. The contribution to Ontario's economy will be in jobs provided and dollars generated by resource products industries. The contribution will be an optimum one within the social, technical and economic constraints of a given time period.

Resource industries, widely distributed throughout Ontario, sustain the economy of many communities. These industries are also export oriented and make an important contribution to the Canadian trade balance.

The Ministry is concerned with management programs that will ensure the continuity of renewable resources and encourage mineral production by stimulating exploration for new supplies to serve as the base for future economic development. It will make supplies of natural resources accessible and provide technical and economic advice on utilization. Through regulation it will control the extraction and use of the resources for the benefit of the people of Ontario.

# General Aims and Principles of Ministry Organization

A number of general principles and practices have been incorporated into the management structure of the Ministry directed to strengthening co-ordination and planning to provide better allocation of resources, and to increasing decentralization of authority to the regional and local level. These steps are intended to assist the Ministry in meeting its *goal* more effectively.

**Decentralization:** authority and responsibility for program delivery should be delegated and decentralized as far as effectively possible to regional and local levels.

**Organization Form:** the form of organization should be basically a combination of line and functional management. The line staff should be responsible for decisions on activating plans or programs, allocating resources and co-ordinating functional activities; and the functional staff should be responsible for developing policy alternatives and plans, observing, reporting and recommending on delivery, providing support services, technical guidance and leadership.

**Authority and Responsibility:** authority should be delegated commensurate with responsibility to get work done.

**Management System:** the processes of management and communications should be such that clear lines of command are maintained while at the same time, free and open information flow is encouraged throughout the organization.

The flow of information must be in two directions. The information flow upwards should be succinct, accurate, and should influence policy, plans and controls; information downwards should consist of clear statements of objectives, policies and program targets.

**Territorial Co-ordination:** co-ordinated operations to minimize conflicts between ministerial responsibilities should be achieved by delegation to "one man" (the line manager) the responsibility for co-ordination of all Ministry functions allocated to a geographic area.

The line manager is responsible for the delivery of planned programs approved at the next highest level and for participating in the program planning process.

Exceptions to this principle would apply in the case of Ministerial Agencies, Conservation Authorities or other outside agencies. Deviations might also occur in the case of special information or support units organized to serve on a multi-district, regional, multi-regional or provincial basis.

**Functional Grouping:** similar activities or functions should be grouped in the organization in a logical and systematic manner to achieve operating efficiency.

**Accountability:** there should be clear accountability throughout the Ministry for performance (achievement of targets) as well as expenditure of funds.

**Objectives:** there should be clear and relevant objectives with clarification of responsibilities and tasks at all levels.

**Span of Supervision:** there should be a balance between too many levels of administration, on the one hand, and too many reporting to a single supervisor, on the other.

**Program Co-ordination:** the Ministry should function as a unified organization at all levels so that each part contributes to the success of the whole organization. The co-ordination must be such that the management of any one resource will be mutually compatible as far as possible with all others.

**Individuality:** freedom of individuals to exercise initiative and imagination should be encouraged throughout the Ministry. It must be emphasized that organization has to do with people; it depends upon human effort and must satisfy human need.





# Description of Ministry Organization

A management system which will provide effective co-ordination and at the same time encourage substantial decentralization to regional and local levels is necessitated by the diversity and geographical extent of the Ministry's responsibilities. A management system includes the organizational structures and the processes required to direct, co-ordinate and control the operations of an organization.

The Ministry of Natural Resources organizational objective is to provide a framework through which qualified people can effectively, efficiently and responsively carry out the programs assigned to the Ministry. In short, the Ministry must be organized to respond to and serve the public effectively; to respond to the policy needs of the Government and to develop the appropriate liaison with other Ministries.

The basic form of organization adopted by the Ministry is a combination of functional and geographic management. The Ministry is decentralized with authority for decision-making placed as close as possible to the performance or delivery level. To accomplish this there are three organizational levels with a "line manager" in charge of each level. They are (1) the Ministry Main Office level, with the Deputy Minister as chief administrative officer under the Minister, (2) the Region and (3) the District. These line units are responsible for implementation of assigned programs. Other line units reporting to the Ministry include Park Commissions, the Ontario Energy Board and the Mining Commissioner.

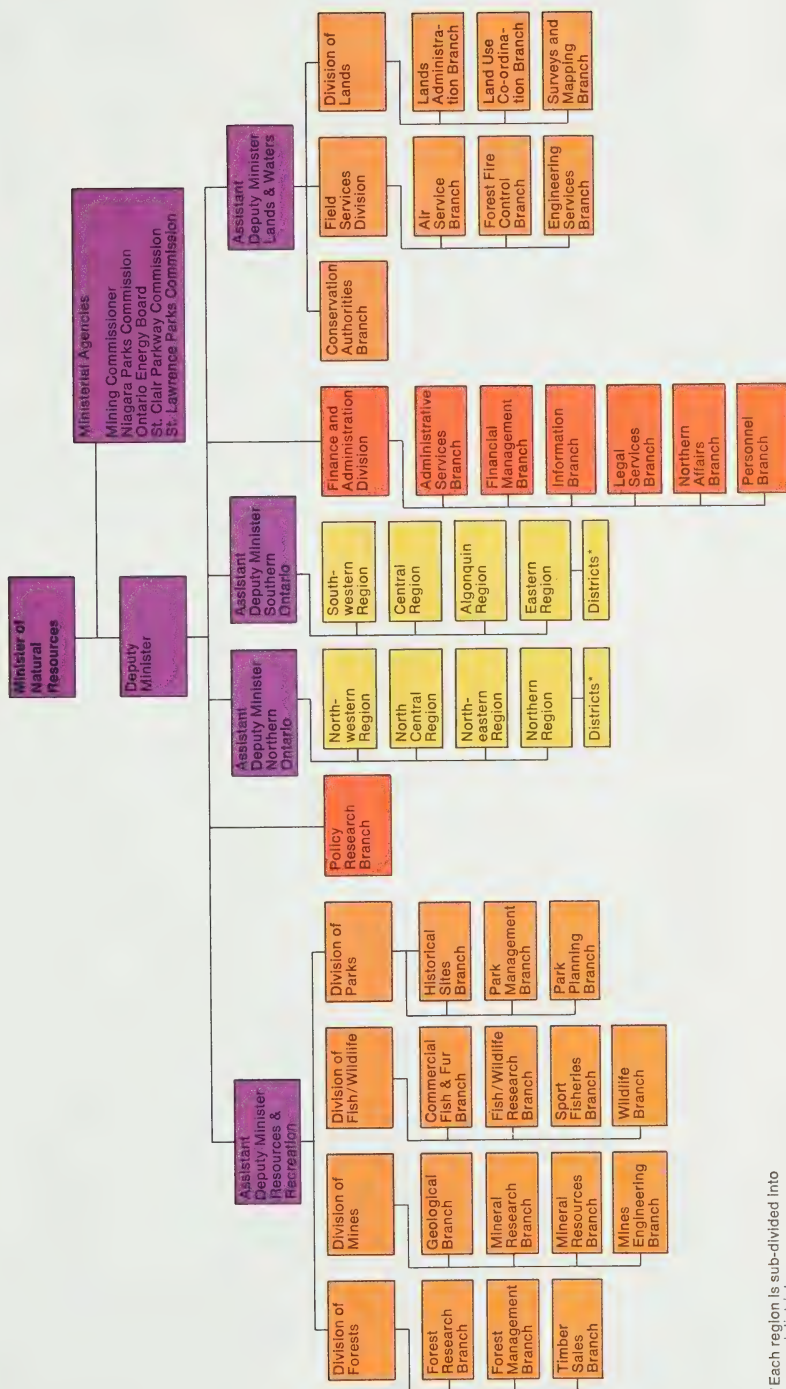
Each line manager will be assigned sufficient resources to get the job done. In addition, he will have access to functional staff who will provide accounting and management information support, technical advice and in some cases, direct services, (e.g. protection services). Each line manager and supervisor is responsible for achieving the most effective organization of the work of the people supervised. He is also responsible for seeking out and obtaining advice from functional staff wherever appropriate.

The role of functional staff is generally to recommend, advise, observe, report and provide support services and technical guidance to the line manager; whereas, the line manager is responsible for activating and executing plans and programs and for allocating resources and co-ordinating functional activities.

The Deputy Minister is responsible for the conduct and delivery of all programs assigned to the Ministry. By delegation he shares the responsibility for delivery of programs with special units at Main Office and with regions and districts. Certain Ministry programs and services are delivered through Commissions, Conservation Authorities and other agencies.

The Deputy Minister is also responsible for developing alternative short and long term proposals for the programs assigned to the Ministry. Again, by delegation, he shares this responsibility primarily with the functional units throughout the Ministry. Through a process of evaluating existing programs and reviewing information from both inside and outside the Ministry the functional specialists will be responsible for presenting the Ministry Office with program alternatives and modifications to programs.

# The Ministry of Natural Resources Organization Diagram



\*Each region is sub-divided into several districts



# Main Office—Role, Responsibility and Relationships

*The general role of the Ministry Main Office is —*

- To advise the Minister on:

Program policy and alternatives  
Program plans and alternatives  
Financial, land and staff requirements  
Legislation

- To co-ordinate approved programs provincially by:

Setting priorities and allocating funds  
Setting performance targets and auditing results

- To co-ordinate activities of the Ministry with other Ministries at the policy formulation stage

- To provide technical leadership, guidance and expertise

- To provide production or support services that can best be performed at a central point

- To provide service to the public

The Main Office of the Ministry is organized into several functional divisions with responsibilities in a particular aspect of the overall responsibility of the Ministry. The Divisions of Forests, Mines, Fish and Wildlife and Parks deal with those resources for which the Ministry has almost exclusive responsibility. As these divisions are inherently in competition with one another in the use of land; co-ordination is essential to ensure that the management of any one resource will be mutually compatible with all others. For co-ordination purposes, these divisions form the *Resources and Recreation Group*. The Divisions of Forest and Mines are primarily concerned with the Ministry's *Resource Products Program* while the Divisions of Fish and Wildlife and Parks are primarily concerned with the Ministry's *Outdoor Recreation Program*.

The Division of Lands, the Field Services Division and the Conservation Authorities Branch deal with the resources of land and water for which the Ministry generally has a shared, rather than an exclusive, responsibility. These Divisions and the Conservation Authorities Branch constitute the *Lands and Waters Group* which through the Ministry's "*Land Management Program*" is concerned with the administration and conservation of public lands and waters both in support of the Outdoor Recreation and Resource Products Programs of the Ministry and other Programs of Government. The specific role of the Conservation Authorities Branch is to co-ordinate the provision of assistance to the Conservation Authorities of Ontario.

The Finance and Administration Division is responsible for supplying support services, (i.e. financial, administrative, legal, personnel and information services) to the entire Ministry. The functions of Program Analysis and Systems and Procedures are adjuncts to the office of the Executive Director of Finance and Administration.

The Policy Research Branch will generally deal with the development of long range policy, evaluate policy alternatives and plans proposed by Divisions and co-ordinate Ministry research and liaison with other Ministries in policy formulation. The Branch is also responsible for the Ministry's libraries.

(For detailed list of the assignment of particular functions to division and branches, see Appendix 2.)

The responsibility of the functional divisions and their branches is to assist the Deputy Minister by:

- Planning and developing future policies, programs and project alternatives
- Providing technical leadership, establishing and maintaining standards of effective performance
- Evaluating current and past operations in relation to plans and standards
- Modifying current and future programs accordingly
- Administering special services or activities requiring co-ordination or delivery on a provincial basis, e.g. financial, personnel or legal services and fire control or engineering services

Although program delivery is the responsibility of the regions and districts, Main Office divisions and branches may have some aspect of field operations involvement in any or all of three areas:

1. Branches will be responsible for day-to-day briefing of the Minister and thus will require current information on field operational activities.
2. For efficiency some activities will require co-ordination on a central basis.
3. In developing and adjusting policy recommendations and program plans there must be continuous liaison with the field.

The Ministry Main Office as the proposer of policy must have very close liaison with the field in order to make realistic proposals. *Information flow* within the Ministry is therefore vital and the organization and management system must not inhibit it.

In theory, communication should channel directly between the Deputy Minister's office and the regional offices; however, in practice, time will not permit this. The Deputy Minister will therefore delegate the Executive Directors or Branch Directors to deal directly with the regions and districts on functional matters and to involve him only when a problem necessitates such action. In these circumstances it should be clearly understood that the Executive Director or Branch Director is acting on behalf of the Deputy Minister who can withdraw the delegated authority if a problem arises.

To provide co-ordination and to reduce the span of supervision of the Deputy Minister, related main office divisions and administrative regions are grouped under an Assistant Deputy Minister. Four *groups* have been established within the Ministry.

#### *Resources and Recreation Group*

##### *Lands and Waters Group*

##### *Northern Ontario Group*

##### *Southern Ontario Group*

The *Resources and Recreation* and *Lands and Waters Groups* at main office are primarily concerned with policy development, while the *Northern Ontario* and *Southern Ontario Groups* are primarily concerned with policy implementation.

The Assistant Deputy Ministers do not constitute an additional administrative level in the organization but are considered part of the Deputy Minister's office.



# Region – Role, Responsibility and Relationships

The Province is sub-divided geographically into eight administrative regions. The Northwestern, North-Central, North-eastern and Northern regions constitute the *Northern Ontario Group*, the Algonquin, Southwestern, Central and Eastern regions constitute the *Southern Ontario Group*.

The eight regions were determined by assessing first, the physiographic nature of the land of Ontario (i.e. the land capability), secondly, the prime activity of the major client groups of the Ministry, thirdly, the overall programs of the Ministry and considerations for effective operation. To understand the rationale for the regional boundaries, one must keep in mind two major factors. The first is the Ministry's custodial and planning role in land use. Because of the responsibility of the Ministry for the management of vast tracts of public land and its involvement in land and water management with Conservation Authorities and through agreements with other private land holders, it was vitally important to establish a regional network which adequately allowed for effective land planning. This must reflect the needs and wants of the citizens of Ontario on a regional basis and also capabilities of the land. The second major consideration was the Ministry commitment towards a highly decentralized *delivery* system functioning principally through district offices, yet with regions of sufficient size to efficiently handle co-ordination, some program delivery and support services.

Each region is headed by a regional director. He is the *line manager* responsible to the Deputy Minister for planning, co-ordinating and implementing Ministry programs assigned to that region and which are to be delivered through the Ministry field organization. All field staffs of the Ministry are unified on a regional basis under the direction and control of the regional director.

*The general role of the region is to:*

- Attain Ministry objectives within the limits of allocated funds and resources
- Provide service to the public and report public reaction to policies and programs
- Co-ordinate resource management activities and plans within the region and with other agencies
- Carry out approved policies governing specific programs and activities
- Set regional priorities and allocate resources in accordance with approved policies and programs
- Set regional targets for performance and audit results
- Provide reports on performance in terms of established standards and allotted funds
- Provide support services and management information for districts
- Recommend to Main Office the formulation or change of policies, standards and guidelines
- Recommend to Main Office program plans, resource budget requirements and legislation

The regional office, under the direction of the Regional Director, is organized into functional units according to work load, headed by specialists responsible for providing specialized advice or support to the line organization of the Ministry. Within a region the functional specialists will develop regional plans, co-ordinate functional programs on a regional basis, provide technical guidance and direction to the regional and district level and other agencies, and audit performance. Functional specialists at the region will respond positively to functional direction and guidance from the Main Office level. The main role of the Regional Director and his regional office staff is to provide direction and co-ordination of the work performed by districts.

The Regional Director is assisted by Deputy Regional Directors who are *staff* officers responsible for co-ordinating the functions assigned to them.

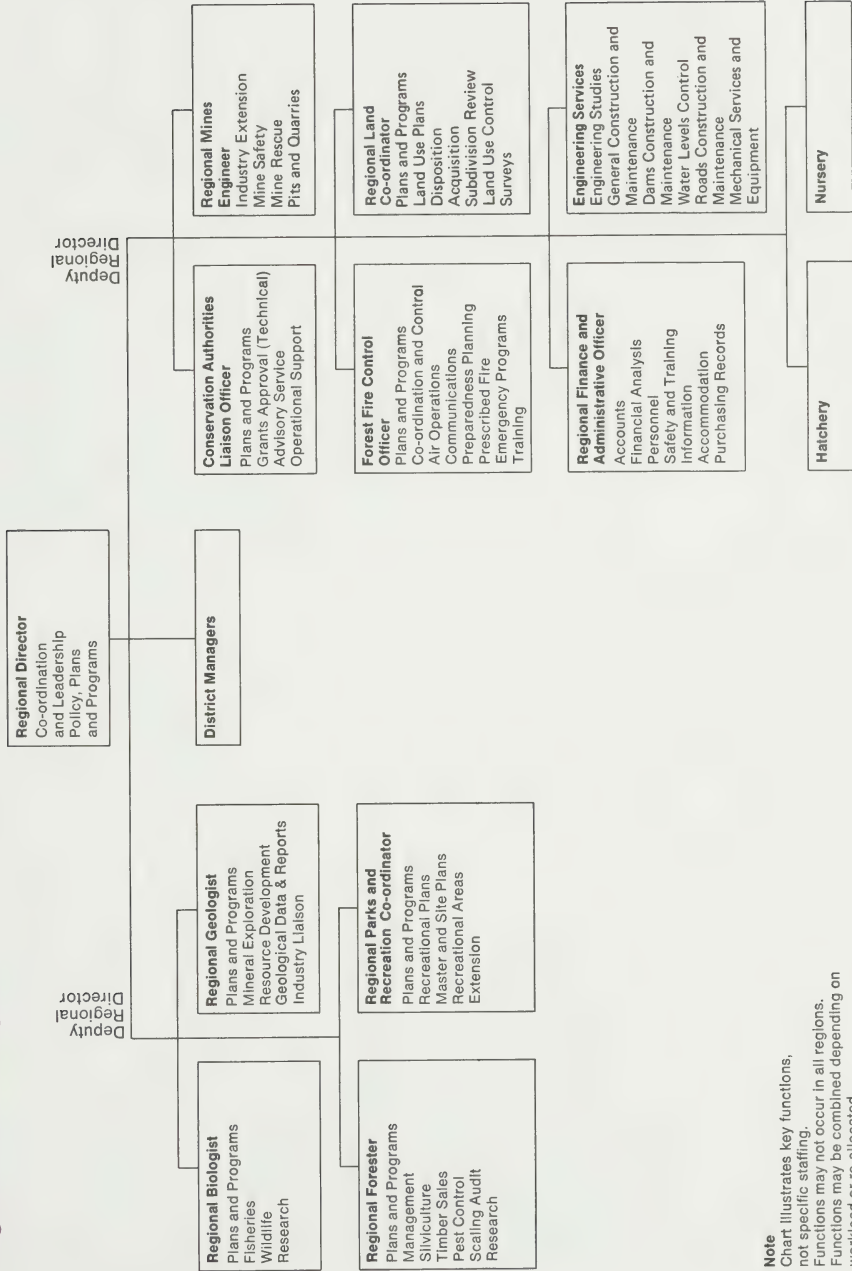
The districts will be the primary delivery units for the Ministry, but certain functions, notably Mines Engineering, Geology, Historical Sites, and services to Conservation Authorities, will be organized as part of the regional office but will not necessarily be geographically centralized.

Certain special purpose field units, installations or support facilities such as major parks, fire control centres, air bases, hatcheries or nurseries may be organized as line units reporting directly to the Regional Director or a member of his staff.

A few specialized services or units of the Ministry may be organized on a functional basis servicing the entire Province or on a multi-district, regional or multi-regional basis (i.e. Air Services, Engineering Services, Geological Surveys and Strategic Land Use Planning).

The *Typical Regional Organization Diagram* illustrates functions to be tentatively assigned to a region but not specifically staffed in each region. The organization chart for a particular region will be modified in accordance with local needs, workload and technical requirements. In a region with a relatively light work load in a particular function, responsibility for that function may be combined with another function. A number of support service functions such as purchasing, warehousing and accommodation may also be combined. Special expertise might serve more than one region. For example, a regional geologist could service an adjoining region, that has minimal activity, on a *when required* basis.

# Typical Regional Organization Diagram



**Note**  
Chart illustrates key functions, not specific staffing. Functions may not occur in all regions. Functions may be combined depending on workload or re-allocated.

# District – Role, Responsibility and Relationships

The district is a geographical sub-division of a region and is the basic line unit of the Ministry organization. Each district is headed by a district manager, responsible to the regional director for all activities assigned to the district.

The district is the prime delivery level with staff capability to provide as far as practicable a full range of service to the public. This is the operational level of the Ministry where management and use of natural resources actually takes place with consideration of local requirements.

*The general role of the district is to:*

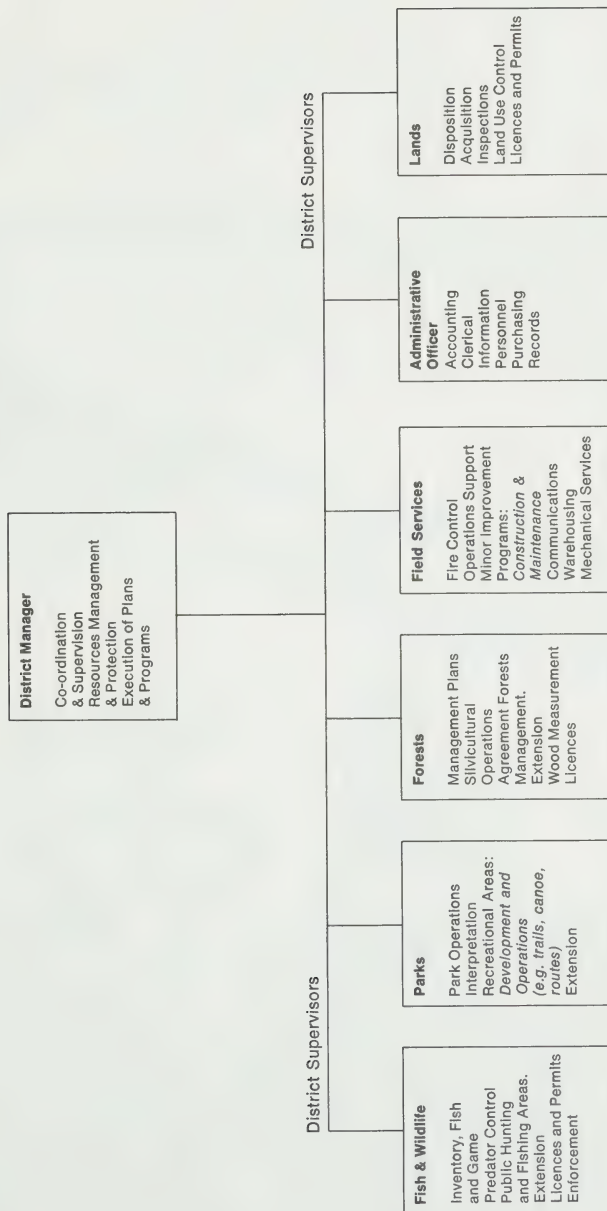
- Ensure quality land management and resource protection
- Provide service to the public and report public reaction to policies and programs
- Attain program objectives within the limits of allocated funds and resources by co-ordinating and directing approved work programs
- Develop integrated operational management plans
- Enforce legislation
- Recommend co-ordinated plans, budgets and priorities for functional operations
- Recommend changes in policies, programs or standards
- Provide reports on performance
- Co-ordinate activities with other agencies
- Develop public understanding of Ministry objectives and resource management programs

The district office, organized under the district manager, is allocated such resources and staff as required to perform the functions assigned. A wide variation of resource management needs and work occurs among districts necessitating considerable flexibility in manning and organization.

The district should be of such size and workload that it need not be subdivided to be managed. It must be so organized that the district manager can be familiar with and deal with resources problems throughout his area of responsibility.

Generally, under the district manager, district operations come under direct specialist control although multi-functional assignments are necessary in many districts because of workload. For example, in certain Southern Ontario districts fire control may be a minor task and that particular function combined with others; whereas, in certain districts of Northern Ontario, parks or recreational areas may be of less significance meaning that the responsibility for these areas can be combined with another function. On the job training and experience in a variety of functions is an essential feature of staff development at the district level. Functional staff at the district level will respond positively to technical guidance and direction from the regional or main office level.

# Typical District Organization Diagram



**Note**  
Chart illustrates key functions,  
not specific staffing.

Functions may not occur in all regions.  
Functions may be combined depending on  
workload or re-allocated.

Enforcement may be organized to  
serve multi-functional requirements  
i.e. parks, lands, fire, fish and wildlife,  
forests.



# Management Planning System

The organizational structure of the Ministry, like that of the Provincial Government structure has been designed to facilitate the development and operation of an effective planning system. The organizational structure and planning system are both essential elements in the implementation of a new style of management in this Ministry.

An effective planning system will enable the Ministry to be responsive to people's needs, to anticipate problems and to carry out its operations efficiently. And it will also provide for the further decentralization and delegation of authority.

Planning in the Ministry of Natural Resources is an exceptionally complex process involving a broad spectrum of social and economic factors, unusually long time horizons and many competing demands for scarce and in some cases finite natural resources. In the new organization, planning responsibility has not been centralized in any single branch or division. In fact it is a primary responsibility of most organizational units within the Ministry. All line managers and functional support staff will be involved in one or more elements and one or more levels of planning.

In order to be effective, planning must be systematic and coordinated at all levels in the Ministry. Through the operation of interlocking committees described in a following chapter, planning will be coordinated horizontally at each administrative level and vertically between levels.

## Elements of Planning

*In its broadest concept, planning has three major elements:*

Gathering and supplying pertinent management information. This is carried out by functional staff.

Formulating and analysing the effects of alternate courses of action. This is also carried out primarily by functional staff at each level in the organization.

Selecting the most desirable ends and the most effective and efficient means of achieving them. This is a decision-making responsibility of line managers and Government.

## Levels of Planning

### 1. Policy Planning

This level of planning is concerned with the selection of ends which are expressed in terms of goals and objectives (Government Policy) and output targets (Ministry Policy). Policy planning should provide the basis for decisions about the goods and services to be produced or provided by the Government and the Ministry; how much of each and where. All policy proposals must include an analysis of expected results and resource requirements (land, money, staff) for all feasible alternatives.

While all administrative levels within the Ministry will have some responsibility for policy planning, it should be clearly understood by all staff that policy making is the prerogative of the Government. All policy proposals developed within the Ministry will be sent up at least one administrative level for confirmation and in most cases will be submitted in the form of Program Memorandum to Resources Development Policy Field Committee, a sub-committee of the Provincial Cabinet.

Procedures and responsibilities for the preparation and internal review of policy proposals will be spelled out in detail in directives to be issued on the Planning System.

### 2. Strategic Planning

This level of planning is concerned with the selection of the most efficient and effective means to achieve approved goals, objectives and output targets. Strategic planning should provide the basis for decisions on how and when goods and services are to be produced, and on resource investment priorities including land, money and staff. What is frequently referred to as *programming* in the Ontario Government is included in this level.

The Multi-Year Plan is the basic document employed by the Provincial Government to establish resource investment priorities for existing Programs and Activities as well as for any new policy proposals which have been approved in principle during the preceding year. All Ministries are required to submit such a plan annually to their Policy Field Committee for each Program for which the Ministry has planning responsibility. In it are spelled out the various alternatives for meeting Government objectives and the resource requirements and expected results projected a number of years into the future, usually four. These plans are based on Program rather than organizational structure.

### 3. Operational Planning

This level of planning is concerned with program delivery and implementation within the Ministry. It involves a determination of what work is to be carried out by each organizational unit and includes the preparation of annual plans and budget proposals.

At this stage, policy, strategy and resource investment priority decisions which are made on a Program and Activity basis must be translated into work plans for each organization unit.

# Delegation

The process of delegation is of vital importance to the success of the Ministry in accomplishing its program responsibilities. The form and meaning of delegation will have a direct bearing on the organization's ability to develop staff and to maximize the resources of others.

Delegation has to do with the personal and individual relationship between a superior and his subordinate. In the broader sense it deals with the division of work between levels of the organization.

It is generally considered to have three elements — responsibility, authority and accountability. While the supervisor can delegate *responsibility* to do a job, he still retains responsibility for the job being done. By delegating, he has changed his role from a doer to a teacher, motivator and evaluator. The supervisor must also delegate sufficient *authority* to the delegatee so that he may get the job done. The supervisor still retains authority in that he can retract the delegation if need be. The third element, *accountability*, is delegated in the sense that the delegatee is accountable to the supervisor for results. The supervisor, of course, is fully accountable to his own superior for overall performance. In practice, therefore, accountability is shared. The delegatee may be primarily accountable for individual mistakes, but if there are many, the supervisor will no doubt share accountability.

In a Ministry of the size and complexity of Natural Resources it is unrealistic for the Minister and Deputy Minister to personally handle the volume of policy and administrative considerations which arise.

In practice, therefore, much of the process has to be accomplished by a system of organizational delegation accompanied by a system for the reporting of exceptions. The process must function as rapidly as possible without by-passing either the Minister or Deputy Minister. They must be kept informed but not involved with the details.

The Deputy Minister accomplishes the work of the Ministry by delegating or sharing portions of it with subordinates. He delegates responsibility for specific functions of the Ministry to divisions and branches for policy and program development in their particular field. He also delegates to regional directors the responsibility for policy and program implementation in a geographic part of Ontario. However, the responsibility for establishment of policy whether it be political or administrative in nature cannot be delegated.

In order for the Ministry to function, delegation or sharing of responsibility must be effectively applied throughout the organization at every level.

When delegating, one may pass down into the organization everything except the ultimate responsibility. Delegation is a conscious act in which the delegator is in effect saying to his subordinate, "I trust you and have confidence in your ability to carry out the responsibilities inherent in the function." He is further saying, "keep me informed of the exceptions so that I can be prepared to respond should I at any time become involved." Finally, he is saying, "I am prepared to back you up if things go wrong, at least the first time, and providing the mistakes are not deliberate." Delegation is not a method of shrugging off certain responsibilities. If the responsibility is yours to delegate, then it is and always will be yours to live with.



Delegation also provides for informal communication and action within the Ministry. For example, within the Surveys and Mapping Branch, Surveys is a separate section from the cartographic unit. Thus, when field survey information is to be converted into a cartographic map, the section head must, in theory, go to the Branch Director. He in turn directs the Cartography head to have the task performed. Thus, five people are involved (the party chief, the section head, the Branch Director, the section head, the cartographer). If our operation always unfailingly followed the formal organization lines, nothing would be accomplished. In practice the party chief would likely deal with the cartographer directly only involving senior people when a disagreement arises. This is what is known as management by exception.

This informal system is based on delegation. When the system has been in effect for a considerable length of time it is easy to forget that it is based on delegation and periodically individuals begin to believe that theirs is the ultimate authority. This must be guarded against because it inevitably leads to trouble.

The degree of delegation may vary greatly, from "Look into the problem, report the facts to me and I will decide what to do" all the way to, "Take action, no further contact with me is necessary."

For a variety of reasons there is frequently a reluctance by supervisors to delegate. Some of the reasons may be: where the supervisor's own supervisor expects him to have detailed knowledge of all aspects of the work; where there is lack of qualified staff to accept delegation; where there is insecurity or severe penalty for mistakes; where the supervisor insists on "experting" or on the other hand, lacks confidence; or where he prefers to do the work himself rather than to manage others.

Wherever possible, delegation should be by results expected, not methods to be used. The "means" should be left to the delegatee providing they do not violate policy or otherwise cause problems. Secondly, responsibility should be delegated to qualified people. The delegator cannot delegate responsibility without adequate human and other resources to do the job. It may be necessary to first recruit and train people for the job to be done. Thirdly, the delegator should give the delegatee all relevant information on the task and make himself available for consultation as required. Finally, clear policies, objectives and performance standards are necessary for delegation to be effective and reasonably uniform.

Within the Ministry, supervisors are encouraged and expected to delegate substantially. Delegation is an inherent and essential ingredient to the success of a complex, decentralized organization. It is also an important means to encourage individual development of staff.

The form of delegation will be prescribed through the Ministry Manual of Directives wherein the delegation responsibility for each program and activity will be set out along with policy and procedures to be followed.

# Achieving Co-ordination

The Ministry of Natural Resources is a complex multi-purpose organization containing several specialized divisions and a highly decentralized operations system. In such an organization people working in concert is an especially important element in the achievement of objectives. Co-ordination must be sought actively, consciously and continuously.

Co-ordinating mechanisms are built into the formal organization structure of the ministry: such as, functional grouping of branches and divisions; and unified field organization as a means of achieving co-ordination on a geographic basis.

However, these mechanisms alone are not enough to achieve the necessary co-ordination. There must be a high level of co-operative behavior between supervisor and subordinate and among peers. Favourable attitudes of trust and confidence are necessary. The organization must accept and encourage the free flow of relevant information and communications both laterally and vertically as a legitimate process where it occurs informally within the organization, and is supportive to it.

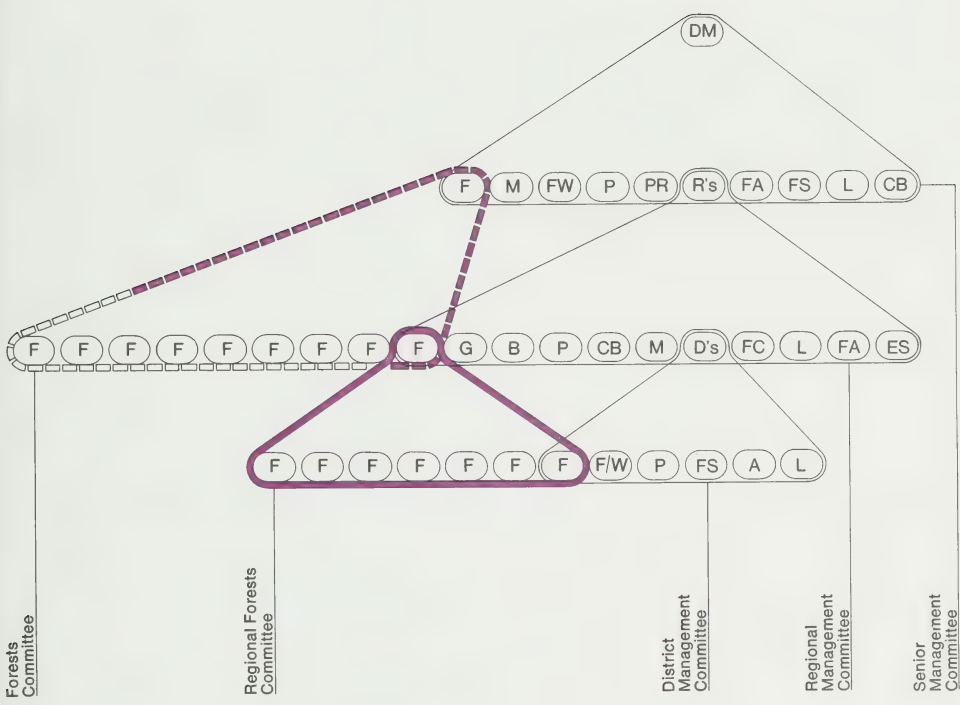
It must also be recognized that many people in the organization will come under the supervision of two or more "bosses". For example, a regional geologist will respond to his administrative "boss" the regional director concerning such things as program delivery, budget and coordination; and to a "technical boss" or "bosses" at main office with respect to technical standards and guidance. The organizational relationships must be such that a person can perform his job well and without hazard in such circumstances. Many staff, of course, will become members of task forces, project teams, ad hoc committees and will consequently report temporarily to a project leader or chairman.

A fundamental requirement to attaining the intended co-ordination within the Ministry is a system of multiple interlocking committees of work groups throughout the organization. Interlocking is achieved by a member of one committee serving as a chairman of a subsidiary committee. This system or network of committees is intended to provide additional channels of information flow, better opportunities for inter-action, motivation, influence-setting or decision-making and, therefore, better vertical and horizontal co-ordination.

There will be two types of committees — functional and cross-functional.

The purpose of the functional, or technical, committees is to bring functional representatives together to facilitate effective functional co-ordination. The purpose of the cross-functional or management committees is to bring representatives of functional groups together to facilitate effective co-ordination across functions and to reach decisions and find solutions in the best overall interest of the Ministry. To be effective each committee must develop into a well motivated, highly efficient decision-making group.

# Interlocking Committees Diagram



# Ministry Committees

## Management Committees (cross-functional)

*Senior Management Committee* is comprised of the Deputy Minister, Assistant Deputy Ministers, Executive Directors, Regional Directors, Director of the Policy Research Branch and Director of the Conservation Authorities Branch. This Committee is convened regularly to co-ordinate overall ministry policies, plans and programs.

*Regional Management Committee* is comprised of the regional director, deputy regional directors, regional functional staff and district managers and is convened regularly in each region to co-ordinate policies, regional plans and programs.

*District Management Committee* is comprised of the district manager and the district supervisors and meets regularly to co-ordinate district plans and programs.

## Program Committees (cross-functional)

*Land Management Program Committee* is comprised of the Assistant Deputy Minister (Lands & Waters), Executive Directors of the Division of Lands and the Field Services Division, Director of the Conservation Authorities Branch, a northern regional director, a southern regional director and representatives from other divisions as required. This committee meets periodically to co-ordinate the Land Management Program.

*Outdoor Recreation Program Committee* is comprised of the Assistant Deputy Minister (Resources & Recreation), Executive Directors of the Divisions of Fish & Wildlife and Parks, General Managers of Park Commissions, Director of the Conservation Authorities Branch, a northern regional director, a southern regional director and representation from other divisions as required. This committee meets periodically to co-ordinate the Outdoor Recreation Program.

*Resource Products Program Committee* is comprised of the Assistant Deputy Minister (Resources & Recreation), Executive Directors of the Divisions of Forest and Mines, Director of the Commercial Fish & Fur Branch, a northern regional director, a southern regional director and representation from other divisions as required. This committee meets periodically to co-ordinate the Resource Products Program.

*Northern Ontario Committee* is comprised of the Assistant Deputy Minister (Northern Ontario) and regional directors. This committee meets periodically to co-ordinate Ministry plans and programs in Northern Ontario.

*Southern Ontario Committee* is comprised of the Assistant Deputy Minister (Southern Ontario) and regional directors. This committee meets periodically to co-ordinate Ministry plans and programs in Southern Ontario.

### **Technical Committees (functional)**

Technical committees, interlocking with the management committees, are established and meet periodically to achieve co-ordination in developing functional plans, programs and standards. Sub-committees of the divisional technical committee may be established as required.

*Forests Committee* is comprised of the Executive Director and Branch Directors, Division of Forests and regional foresters.

*Mines Committee* is comprised of the Executive Director and Branch Directors, Division of Mines, regional geologists and regional mines engineers.

*Fish & Wildlife Committee* is comprised of the Executive Director and Branch Directors, Division of Fish & Wildlife and regional biologists.

*Parks Committee* is comprised of the Executive Director and Branch Directors, Division of Parks and regional park and recreational co-ordinators.

*Finance & Administration Committee* is comprised of the Executive Director and Branch Directors of the Finance and Administration Division and regional finance and administrative officers.

*Conservation Authorities Branch Committee* is comprised of the Branch Director and regional liaison officers.

*Field Services Committee* is comprised of the Executive Director and Branch Directors of the Field Services Division, regional fire control officers and regional engineers.

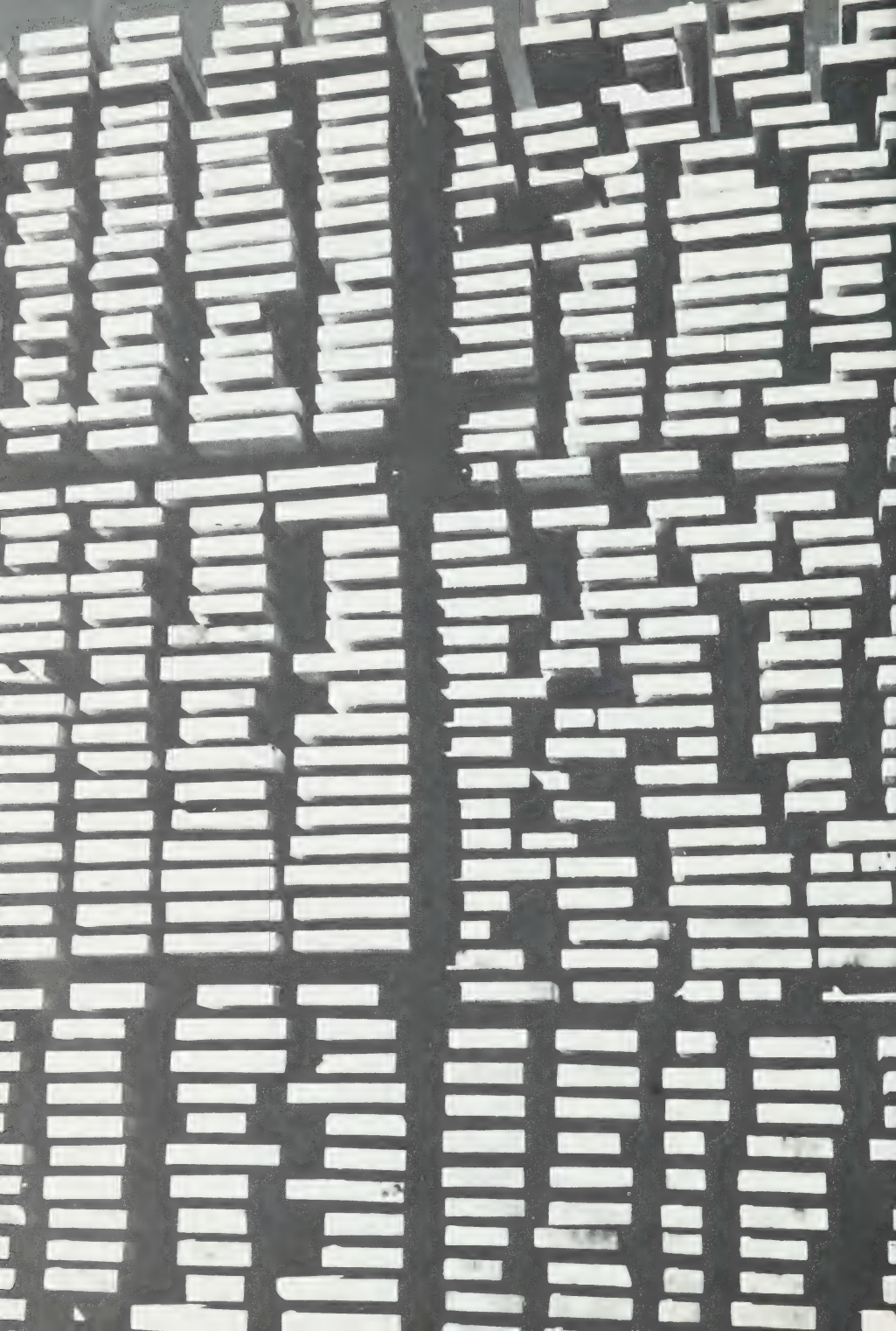
*Lands Committee* is comprised of the Executive Director and Branch Directors of the Division of Lands and regional land co-ordinators.

Technical committees will be established as required at the regional and district levels, for example:

Regional Forest Committee is comprised of the regional forester and district supervisors (forests).

The Senior Management Committee is responsible for the effective operation of the overall system of interlocking committees. The regional management committees are responsible for the effective operation of the system at the regional and district levels.

Task forces or ad hoc committees will be established as and when required to deal with special or short term problems usually involving multi-functional planning or co-ordination.



# Controls

Because of the decentralized nature of Ministry operations, it is necessary not only to delegate responsibility for programs but also to assure through various control measures that the programs are accomplished in terms of the Ministry objectives and policies.

Managers at all levels in the organization are responsible for achieving results through the active support of others. To do this they are concerned with planning, implementation and control.

Planning means setting objectives, formulating strategy and deciding among alternative courses of action. Implementation means carrying out the action decided upon. Control is comprised of management control which means supervising and evaluating operational control which means carrying out day-to-day operations of the business.

Operational control is exercised when operations are carried out within approved plans; are held in line in the face of varying conditions; or are returned to an in-line state after deviations are located. Control is thus a disciplined effort to follow a plan or explain deviations from it.

Control in a large complex organization with inter-related, and often conflicting, objectives; sequential operations covering many years; and geographic variation and dispersion is difficult to achieve. Nevertheless, since managers must keep themselves informed about what goes on in the field, it is essential that an efficient and effective system of control be developed in the Ministry.

Control systems and plans of organization are inter-dependent. Control should provide measures for adequate planning, for performance evaluation and must stimulate initiative on the part of all employees. The problem of control is to match the responsibilities of every key position with the management information necessary for the efficient execution of these responsibilities.

Thus every key position in an organization should be related to some objective, or set of objectives. These objectives should then be translated into specific output targets for specific time periods. The manager in charge should have specific performance data indicating progress towards these targets so he can correct situations that get significantly out of line.

In operational control, the concern is to have timely detailed data always at hand to evaluate on-going operations and, as well, to develop procedures that will evaluate the degree to which annual work programs have been accomplished. We are thus concerned with both *in-process* control and what is normally considered as an *audit* of work completed.

The former is of primary concern to the manager responsible for the operation while the latter is of some concern to each and every appropriate level of responsibility. In-process control requires rapid access to detailed work programs, a good management information system and the delegation of authority and responsibility to the appropriate line manager.

Equally important is the development of evaluation methods that will provide senior managers with essential information about what goes on in the field. This must include evaluations of operations at the unit level as well as at various intermediate offices so that essential facts will not be obscured through the consolidation and averaging of basic data. It must be accepted that the primary purpose of such a system is to provide leaders with the knowledge they need to plan and guide. Nevertheless, it will inevitably expose deviations from approved policies and procedures.

There are a variety of methods by which control can be exercised.

- 1 Routine administrative procedures
- 2 Reports
- 3 Use of staff services
- 4 Movement of personnel
- 5 Field inspections

## 1 Routine Administrative Procedures

The use of manuals, policy and procedure directives and legislation are examples of routine administrative procedures. In addition administrators at various levels must sign official documents authorizing certain actions, as well as directing letters of enquiry, answering the public, signing mail, etc. All of these are forms of reporting that serve several ends at once.

## 2 Reports

Reporting is a common characteristic of all large scale organizations. Many reports are on forms that provide statistical summaries submitted routinely under standing orders. They may be daily, weekly, monthly, quarterly, or more frequently, annual. They may be supplemented by written reports on a routine basis.

In addition there are special "ad hoc" reports that may be requested to cover some unusual non-recurring event.

The timelines, flow, and consolidation of reports through an organization are important matters that require managerial consideration.

## 3 Staff Services

The utilization of staff services to assist in work projects or to carry out special studies will frequently show deviations from established policies and procedures.

## 4 Movement of Personnel

Personnel will be responsible for turning over to their replacement all records. If these are not satisfactory to the new incumbent, it will be his responsibility to advise his supervisor of items that are inadequate or accept the responsibility for any shortcomings exposed in the future.

## 5 Field Inspections

In the final analysis the only way to find out what goes on at the field level is to visit it and see. Thus the Ministry will develop formal inspections to ensure that policy and procedures are implemented both efficiently and effectively.

While it will take time and experience to develop inspection procedures, the present concept can be briefly outlined as:

### *A. Ministerial Inspection*

This inspection will be designed to ascertain to what degree a line manager is performing his duties, taking into consideration total responsibilities. The quality of management will be evaluated on such criteria as:

- (a) Balance amongst activities
- (b) Actual vs. possible accomplishments, in relation to planned objectives and targets
- (c) Degree of adherence to policy of higher levels
- (d) Preparation to handle emergencies
- (e) Random inspection of equipment, facilities, files, etc.

### *B. Divisional Inspection*

This will be a functional inspection that is narrower in scope, but greater in depth, than a ministerial inspection. It will concentrate on individual functions — including forests, mines, recreation and wildlife. It may be *general* in which case it will be concerned with the balance among tasks within a function or *limited*, in which case it will single out a specific task for intensive enquiry.

*General* divisional inspections will be carried out at regular intervals and will consist of a minute examination and analysis of figures and methods. The *limited* inspections will supplement the general; be more frequent and at irregular intervals.

### *C. Financial and Administrative Affairs Inspection*

This will be an inspection of financial and administrative responsibilities and will be conducted by a staff of internal auditors. Basically they are charged with the responsibility of determining:

1. That records and reports accurately reflect actual operations programs, and results
2. That controls are adequate for the protection of the public, the Ministry and its employees; and are effectively maintained
3. That organizational units are complying with appropriate legislation, regulations, Orders-in-Council and all administrative policies, directives and instructions

Internal auditors, and other staff responsible directly to Main Office, will on occasion be requested to undertake special investigations designed to test and to check the efficiency of sections of our work, so that it may be possible for us to profit to the utmost from our own experience. Such auditing and investigating will, by the scope and nature of the work entailed, extend over all phases of the operation concerned, and cannot, therefore, be limited to clerical and accounting procedures.

Reports on routine inspections and special investigations will be reviewed with the officer in charge.

From time to time there will also be an audit by representatives of the Office of Provincial Auditor, which shall not be limited in scope.

### *D. Ad Hoc Inspections*

These will occur as required by special circumstances. Two types are possible.

- (a) Board of review: to look into causes and consequences of large-scale unexpected reverses (e.g. fire)
- (b) Investigation: an inspection of alleged misconduct by staff member

In general, each level will inspect the level immediately below it. But, senior levels as part of their inspection will ordinarily inspect, at random, some unit at the lowest operating level.

### *E. General*

Inspections will include informal discussions with staff, visits to projects, an examination of documents and an evaluation against plans and standards.

*Inspections are designed to:*

- Supplement other procedures for finding out what is done
- Reveal volume, character, cost and quality of work
- Be a method of communication between various levels of the Ministry
- Determine if revisions to policy are required
- Determine practical standards and training needs
- Recognize good work



# The Manual of Directives

The purpose of the Manual of Directives is to provide a system for the classification and maintenance of all instructions to Ministry staff governing Ministry programs and functions.

The Manual system is designed to provide clear, timely, up-to-date instructions in usable form to enable staff to attain efficient and consistent performance. It should make unnecessary the issuance of continuing instructions by circular memorandum.

The policy, procedure and bulletin directives of this Manual are the means by which the legal authorities, policies, responsibilities, delegations, standards and procedures of the Ministry are:

- Defined
- Assigned
- Approved, and
- Communicated throughout the organization

*Policy Directives* — are approved by the Executive Director, Deputy Minister and Minister. These directives set forth the basic principles that guide administrative action, define delegation of authority and responsibilities, standards and respective relationships required to achieve the Ministry's objectives. They explain the *what*, the *why*, and the *when*.

*Procedure Directives* — are approved by the Executive Director and Deputy Minister. These directives set forth a series of steps in logical time sequence by which all repetitive actions are initiated, carried out, controlled and terminated. They explain *what* action is required, *who* must act and *when* the action is to start.

*Bulletins* — are approved by the branch director. They describe items of short term interest or preview actions which will be required in future directives. Bulletins are not numbered and are not filed in the Manual of Directives. Regional directors may also issue bulletins to meet regional and local needs.

*Activity* a segment of a Program that identifies homogenous types of work carried out by various organizational units which contribute to the Program objective.

*Control* involves the supervision and evaluation of operational personnel (management control) and the process of insuring that the day-to-day operations of the business are carried out within approved plans (operational control).

*Decentralization* the act of placing authority for decision-making as close as possible to the performance or delivery level of the organization.

*Delegation* the act of investing Ministry personnel with the responsibility and authority to act on behalf of someone else with the provision that they are accountable for their actions.

*Effectiveness* producing desired results to satisfy agreed upon objectives (i.e. "doing the right things").

*Efficiency* producing results with a minimum expenditure of time and resources (i.e. "doing things right").

*Function* a word that is used to describe what it is a work unit does in performing its duties and responsibilities.

*Functional Grouping* the grouping of similar activities or functions in the organization in a logical and systematic manner so as to achieve operating efficiency.

*Functional Manager* responsible for making recommendations, gathering information, advising, observing, reporting and providing support services and technical guidance to the line manager.

*Implementation* the process of carrying out a course of action that has been decided upon.

*Line Manager* responsible for planning, coordinating and implementing the delivery of Ministry programs and activities.

*Management by Exception* In most cases an individual can carry out his duties without having to consult his superiors. Only when something arises that requires the advice of an employee's supervisor has the kind of "exception" occurred that warrants contact between an employee and his supervisor.

*Management Planning* the process of gathering and supplying pertinent management information, formulating and analysing the effects of alternate courses of action, and selecting the most effective and efficient means of achieving the alternative chosen.

*Objective* a statement of purpose expressed in terms of the measurable impact on society of the goods and/or services which a Program or Activity is expected to provide.

*Organization Form* the administrative and functional structure of an organization including the relationships of personnel in terms of lines of authority and responsibility.

*Program* a grouping of Activities which are directed toward the achievement of an objective of the Government for which the Ministry is responsible.





# Statutes Administered by The Ministry of Natural Resources

## Appendix 1

The Algonquin Provincial Park Extension Act, 1960-61, c. 3  
 The Beach Protection Act, R.S.O. 1970, c. 40  
 The Beds of Navigable Waters Act, R.S.O. 1970, c. 41  
 The Canada Company's Land Act, 1922, c. 24  
 The Conservation Authorities Act, R.S.O. 1970  
 The Crown Timber Act, R.S.O. 1970, c. 102  
 The Endangered Species Act, 1971, c. 52  
 The Energy Act, R.S.O. 1970, c. 48  
 (to be repealed by The Energy Act, 1971 on proclamation)  
 The Fish Inspection Act, R.S.O. 1970, c. 174  
 The Fisheries Loans Act, R.S.O. 1970, c. 175  
 The Forest Fires Prevention Act, R.S.O. 1970, c. 179  
 The Forestry Act, R.S.O. 1970, c. 181  
 The Forest Tree Pest Control Act, R.S.O. 1970, c. 180  
 The Freshwater Fish Marketing Act, R.S.O. 1970, c. 184  
 The Game and Fish Act, R.S.O. 1970, c. 186  
 The Gananoque Lands Act, 1961-62, c. 49  
 The Gas and Oil Leases Act, R.S.O. 1970, c. 188  
 The Historical Parks Act, 1972  
 The Industrial and Mining Lands Compensation Act,  
 R.S.O. 1970, c. 219  
 The Lac Seul Conservation Act, 1928, c. 12  
 The Lake of the Woods Control Board Act, 1922, c. 21  
 The Lakes and Rivers Improvement Act, R.S.O. 1970, c. 235  
 The Mining Act, R.S.O. 1970, c. 274  
 The Mining Tax Act, R.S.O. 1970, c. 275  
 The Ministry of Natural Resources Act, 1972  
 The National Radio Observatory Act, 1962-63, c. 90  
 The Niagara Escarpment Protection Act, R.S.O., c. 297  
 (repealed as of May 1st, 1972 — The Pits and Quarries  
 Control Act, 1971)  
 The Niagara Parks Act, R.S.O. 1970, c. 298  
 The North Georgian Bay Recreational Reserve Act,  
 1962-63, c. 8  
 The Ontario Energy Board Act, R.S.O. 1970, c. 312  
 The Ontario Geographic Names Board Act,  
 R.S.O. 1970, c. 314  
 The Ontario Harbours Agreement Act, 1962-63, c. 95  
 The Ottawa River Water Powers Act, 1943, c. 21  
 The Parks Assistance Act, R.S.O. 1970, c. 337  
 The Petroleum Resources Act, 1971, c. 94  
 The Pits and Quarries Control Act, 1971, c. 96  
 The Provincial Parks Act, R.S.O. 1970, c. 371  
 The Public Lands Act, R.S.O. 1970, c. 380  
 The Seine River Diversion Act, 1952, c. 98  
 The Settlers' Pulpwood Protection Act, R.S.O. 1970, c. 432  
 The Spruce Pulpwood Exportation Act, R.S.O. 1970, c. 442  
 The St. Clair Parkway Commission Act, 1966, c. 146  
 The St. Lawrence Parks Commission Act, R.S.O. 1970, c. 447  
 The Surveyors Act, R.S.O. 1970, c. 452  
 The Surveys Act, R.S.O. 1970, c. 453  
 The Trees Act, R.S.O. 1970, c. 468  
 The Water Powers Regulation Act, R.S.O. 1970, c. 492  
 The Wilderness Areas Act, R.S.O. 1970, c. 498  
 The Wild Rice Harvesting Act, R.S.O. 1970, c. 497  
 The Wolf and Bear Bounty Act, R.S.O. 1970, c. 500  
 The Woodlands Improvement Act, R.S.O. 1970, c. 502  
 The Woodmen's Employment Act, R.S.O. 1970, c. 503  
 The Woodmen's Lien for Wages Act, R.S.O. 1970, c. 504

### Statutes no longer administered by the Ministry of Natural Resources

The Loggers' Safety Act  
 The Provincial Land Tax Act  
 The Railway Fire Charge Act



# Summary of Ministry Functions

This summary lists the responsibility for functions of the Ministry by main office divisions and branches. Each level of the organization will have administrative responsibility for certain aspects of the functions. Generally, the main office responsibility is for policy formulation and the regional and district responsibility is for policy implementation or program delivery. See the sections on Role, Responsibility and Relationships.

## Finance and Administration

### *Finance and Administration Division*

#### ***Administrative Services Branch***

*Supplies administrative support and other facilitating services including:*

##### ***Office Management***

Standardization of office practices and routines.  
Maintenance of Manuals of Directives.  
Printing and reproduction services.  
Communications (co-ordination of telephone and telex services).  
Central registry.

##### ***Central Supply***

Storage and distribution of supplies, materials, licenses, etc.

##### ***Records Management***

Forms control.  
Micro recording applications.

##### ***Accommodation***

Co-ordination of accommodation and capital improvement requirements.  
Liaison with Ministry of Government Services.  
Space analysis and utilization.  
Parking.  
Lease and rental maintenance.  
Security.

##### ***Special Services***

Co-ordination, visual identity program.  
Meeting, conference and travel arrangements.  
Design and standardization of uniforms.  
Messenger services.  
Boardroom reservations.

##### ***Public Service Centre***

Publication and map distribution.  
Aerial photo library.  
Sale of licenses, permits, etc.

##### ***Inventory Control***

##### ***Purchasing***

# Appendix 2

## ***Financial Management Branch***

*Provides accounting and financial administrative support services for the Ministry including:*

### ***Accounting***

Supervision of accounting for entire Ministry.  
Preparation of claims under Federal-Provincial agreements.  
Compilation of costing reports.  
Procedural control and safe keeping of assets.  
Financial liaison with Management Board, Provincial Auditor, and other Government ministries and agencies.

### ***Revenue***

Collection of revenue.  
Maintenance of accounts receivable.  
Supervision of accountable warrant funds.  
Control of collateral securities.  
Issue of angling and hunting licences and park permits.

### ***Expenditure***

Preparation of payrolls.  
Internal pre-audit and payment of accounts payable.  
Processing of refunds.  
Preparation of data for Public Accounts.

### ***Budget Preparation and Control***

Compilation of estimates and forecasts.  
Expenditure reporting and control.

### ***Cost Analyses***

Evaluation of plans.  
Preparation of statistical and financial reports.

### ***Accounting Methods***

Development of accounting systems.  
Preparation of accounting procedural manuals.  
Development of costing systems.

### ***Internal Audit***

Review and appraisal of accounting, financial and operational controls.

**Information Branch**

*Promotes public understanding of the Ministry's objectives and programs through:*

**Information**

Information programs.  
Publication production.  
Newsletter.  
News releases.

**Education**

Outdoor education activities.  
School liaison.

**Design**

Planning and development of Ministry interpretive programs.  
Audio-visual services.  
Exhibits and displays.  
Graphic design including signs and identification.

**Accident Control**

Hunter safety training.  
Employee safety promotion.  
Workmen's compensation.  
Driver improvement.

**Legal Services Branch**

*Provides legal counselling on all matters affecting the Ministry including:*

Interpretation of statutes and regulations.

Review of policy proposals with respect to legislation and regulations.

Preparation of legislation, regulations, agreements, leases, licences, cancellations, forfeitures, recommendations to the Executive Council, etc.

Legal services such as the collection of bad accounts, litigation, settlement of claims and disputes, appearing at court hearings, etc.

**Northern Affairs Branch**

*Provides information and assistance to the citizens of Northern Ontario on the availability of Government services through:*

**Communications**

Link between people of Northern Ontario and the Government.

**Coordination**

Coordinates and correlates existing Government services for the people of the North.

**Agency Support**

Represents and performs specific functions for other Government agencies as demanded.

**Public Assistance**

Assists and advises residents of Northern Ontario communities in the provision of services at all Government levels.

**Personnel Branch**

*Provides adequate and competent staff to meet Ministry needs through:*

**Classification**

Classify positions under the delegated authority.  
Recommend to the Civil Service Commission the classification of positions not under delegated authority.  
Develop class series.  
Investigate and process employee grievances.  
Identify and record organization positions.

#### **Employee Relations**

Counsel employees.  
Administer Ministry program on alcoholism and drug addiction.  
Liaison with Staff Relations Branch, Management Board, C.S.A.O.  
Interpret directives from the Civil Service Commission.

#### **Staffing**

Utilize an internal job advertising system to implement career development.  
Carry out campus recruitment activities.  
Use of external job advertising (when necessary).  
Administer Ministry Youth Programmes, e.g. Junior Ranger, Sweep, etc.

#### **Training and Development**

Consult with staff to identify training and development needs.  
Develop and coordinate appropriate training courses.  
Review cases for educational assistance.  
Maintain liaison with outside educational agencies.  
Assess learning effectiveness.

#### **Personnel Management Records**

Document personnel records.  
Maintain personnel files for all Regular and Probationary staff.  
Process nominations to staff, separations, transfers, etc.  
Maintain attendance reports.  
Employee benefits, e.g. insurance records, vacation credits, etc.

#### **Program Analysis Office**

*Directs and co-ordinates financial planning and the analysis of resources (financial and staff) investment priorities by:*

Defining programs and program structures.  
Developing cost/benefit, effectiveness and other financial analysis methodology.  
Developing evaluation criteria and performance measures.  
Providing operation research expertise.  
Analysing existing programs and new programming proposals and alternatives.  
Preparing Multi Year Plans for the Ministry.  
Co-ordinating liaison with the Management Board and the Policy Field Secretariat re Multi Year Plans.

#### **Systems and Procedures**

*Provides assistance to managers in maintaining efficient operations for the activities under their jurisdiction by:*

Advising management concerning the feasibility of adopting specific work procedures and/or acquiring certain equipment to carry out the work processes.  
Developing and implementing automated systems to meet the requirements of the ministry.  
Providing or obtaining the expertise to assist in the solving of analytical problems which require the use of a computer.  
Editing and processing of the ministry's policy and procedure directives.  
Assisting branches in the implementation and maintenance of the ministry's records retention program.

#### **Lands and Waters**

##### **Conservation Authorities Branch**

*Co-ordinates the provision of assistance to the Conservation Authorities of Ontario under the terms of the Conservation Authorities Act including:*

Grants for capital projects.  
Design and planning expertise.  
Operational assistance.  
Watershed studies and reports.

##### **Field Services Division**

##### **Air Service Branch**

*Administers air services and operates an air fleet to meet Ministry and special Government requirements through:*

Deployment of aircraft and crews.  
Selection, training of pilots and air engineers.  
Selection of aircraft equipment and development of special equipment.  
Lease of aircraft and flying services.  
Maintenance of aircraft.  
Checking pilot and air engineer proficiency.

##### **Engineering Services Branch**

*Provides engineering and mechanical services in support of Ministry programs through:*

Design, construction and maintenance of dams, docks and other hydraulic structures and improvements.  
Water management and hydrology studies.  
Approval of dams (Lakes & Rivers Improvement Act).  
Design, construction and maintenance of improvements and facilities.  
Vehicle fleet management.  
Equipment management.  
Coordination of road programs, construction and maintenance.  
Sign production.  
Special engineering studies.

##### **Forest Fire Control Branch**

*Plans and coordinates the overall forest fire control program for the Province through:*

Administration of the Forest Fires Prevention Act.  
Organization of fire districts and fire warden system.  
Supervision of fire control planning and preparedness.  
Fire prevention programs, including a system of travel, fire and work permits.

Cooperative fire prevention and control agreements with municipalities, railways, forest industries, other agencies and governments.

Detection of forest fires and fire danger warnings.

Fire control training.

Prescribed burning.

Coordination of fire suppression.

Communications — planning, installation and operation of radio and communication services for fire control and other Ministry requirements.

#### *Division of Lands*

##### ***Lands Administration Branch***

*Administers the disposition of title to public lands, minerals and waters in support of Ministry programs and the acquisition of title to lands, minerals and waters through:*

Disposition of surface mineral and water rights by sale, lease, permit or licence of occupation.

Acquisition by fee simple, easement or lease of surface, mineral and water rights.

Preparation of title documents.

Regulation of public land use (illegal occupation), and

Regulation of the use of surface and mineral rights on public lands.

##### ***Land Use Coordination Branch***

*Coordinates land use planning through:*

Developing planning methods.

Conducting land capability studies.

Collecting data on land and water requirements for all Programs.

Formulating and analyzing land use alternatives.

Liaison with other Ministries.

Preparing and updating strategic land use plans.

Reviewing sub-division and other land use plans prepared by other Ministries or agencies.

##### ***Surveys and Mapping Branch***

*Administers the Provincial Survey System and provides surveys and mapping services in support of all Ministry programs through:*

Conducting legal surveys of all types.

Examination of survey plans.

Maintenance of survey records.

Providing resource inventory services.

Providing cartographic, mapping and drafting services.

Photogrammetry services.

The Geographic Names Board Secretariat.

## **Resources and Recreation**

#### *Division of Fish and Wildlife*

##### ***Commercial Fish and Fur Branch***

*Plans and coordinates the commercial utilization of the Province's fishery and fur-bearing animal resources through:*

Issuance of licences to commercial fishermen, trappers and fur farmers.

Collection of biological and economic statistics on commercial fish and fur harvests.

Regulation of harvest through the establishment of seasons, quotas, gear restrictions and other means.

Development of programs to assist and stimulate the catching, handling and marketing of fish and fur-bearing animals.

##### ***Fish and Wildlife Research Branch***

*Investigates fisheries and wildlife management problems and develops new management techniques.*

##### ***Sport Fisheries Branch***

*Plans and coordinates the provision of sport fishing opportunities through:*

Habitat improvement.

Updating and enforcement of fishing regulations.

Inventory of aquatic environments.

Measurement of angler activity and harvests.

Development of provincial fishing areas.

Production and distribution of hatchery stock.

Stimulation of commercial hatchery and private fish pond development.

##### ***Wildlife Branch***

*Plans and coordinates the provision of wildlife hunting and viewing opportunities through:*

Habitat improvement.

Updating and enforcement of hunting regulations.

Inventory of game.

Measurement of hunter harvest and participation by hunters and wildlife viewers.

Establishment of provincial wildlife areas.

Agreements with landowners to provide improved game habitat and hunting opportunities.

## *Division of Forests*

### **Forest Management Branch**

*Plans and co-ordinates programs to manage forests and to assure the supply of trees to meet present and future needs of Ministry programs and the public through:*

The collection, processing, storing and distribution of sufficient tree seed.

The production and distribution of seedling trees for planting on public land, Agreement Forests, private lands and for use of other Ministries.

Programs to improve genetic quality of trees by controlled seed collection, seed production areas, and seed orchards.

The regeneration of forests on Public Lands and Agreement Forests.

The tending of forests established on private land, Public Lands and Agreement Forests so as to improve the rate of growth and quality of the timber.

The prevention and control of damage by insects, diseases and other pests.

Agreements with Corporations such as Conservation Authorities, Counties and Townships for the management of lands acquired by the Corporations for forestry purposes; and with companies for regeneration on Crown lands.

Advisory services to provide information and guidance to private land owners.

Agreements with private landowners for tree planting and woodland improvement under the Woodlands Improvement Act.

### **Forest Research Branch**

*Investigates forest management problems and develops new management techniques.*

### **Timber Sales Branch**

*Co-ordinates the preparation and maintenance of management plans, forest inventory data and the sale and disposition of timber through:*

Preparation of planning manuals and volume tables.

Supervision of management plan preparation for (Crown) Management Units.

Approval of plans prepared for (Company) Management Units.

Determining forest inventory requirements and priorities.

Forest access roads program.

Issuance of timber licences.

Preparation of scaling returns and compilation of cut statistics.

Issuance of saw mill licences and preparation of saw mill directories.

Collecting and analysing information on production, transportation and marketing of timber.

Providing information and data to assist the forest industry.

Conducting feasibility studies to accommodate prospective industry and facilitate contact with other Government agencies.

## *Division of Mines*

### **Geological Branch**

*Provides information on the geology and mineral resources of Ontario to encourage exploration, development and utilization through:*

The geological survey of Ontario identifying favourable locations.

The publication of maps and reports on the mineralization of Ontario.

Education of prospectors and others in minerals exploration.

Federal-Provincial liaison on aeromagnetic survey.

Provision of geological data to aid in planning resource development and other provincial programs.

### **Mineral Research Branch**

*Assists in the development, utilization and conservation of mineral resources by carrying out research and supplying scientific information. Performs laboratory services for the Ministry and public.*

#### **Mineral Resources Branch**

*Plans and assures the orderly development and utilization of mineral resources through:*

Economic studies of markets for mineral products and conditions affecting Ontario's mineral output.  
Monitoring the development of each of the major commodity groups, i.e. Energy, Metallics and Non-metallics.  
Assessing the need for incentives to encourage the development of certain minerals in the province.  
Long term planning of resource development.  
Study of processing techniques which might be applicable in Ontario.  
Federal-Provincial and inter-provincial liaison.

#### **Mines Engineering Branch**

*Ensures the safe operation of mines and plants and the safety of workers and public on and around mine sites through:*

Inspection of mine and plant operations above and below ground.  
Ensuring that proper site rehabilitation is carried out after a mine ceases operation.  
Ensuring adequate safeguards to protect the public on abandoned mine sites.  
Assistance in training mine rescue personnel.  
Destructive and non-destructive testing of mine cables.

#### **Division of Parks**

##### **Historical Sites Branch**

*Plans and co-ordinates the provision of opportunities for enjoyment and understanding of the provinces historical, archaeological and cultural heritage through:*

Planning and direction of historical and archaeological research and studies.  
Planning the historical parks and sites system for the province.  
Preparing detailed plans for the protection, salvage, reconstruction and restoration of historical sites.  
Establishment of maintenance and operation standards and performance audit.  
Public information and advisory services to other agencies.

##### **Park Management Branch**

*Plans and co-ordinates the development and operation of provincial parks and recreational areas system through:*

Establishment of development, maintenance and operations standards.  
Responsibility for structural and facility design.  
Planning and development of park interpretive programs and provision of interpretive services to regions and other agencies.  
Park concessions control.  
Audit of the operation of parks and recreational areas.  
Public information.

##### **Park Planning Branch**

Recreation supply and demand research and studies.  
Park planning and design research.  
Establishment of planning methodology.  
Analysis and audit of recreation system.  
Inter-agency planning liaison.  
Planning acquisition of recreation lands.  
Park master plan approval and site plan audit.  
Nature reserve planning.  
Development of architectural themes, motifs and concepts for parks and recreation areas.

##### **Parks Extension Unit**

Liaison with regional park authorities.  
Advisory services to individuals, firms, municipalities, organizations and agencies for parks and recreation developments.

## **Policy Research**

### ***Policy Research Branch***

*Directs and coordinates policy planning by:*

- Developing Ministry goals and objectives.
- Evaluating policy proposals.
- Preparing position papers on broad policy issues.
- Co-ordinating liaison with other Ministries re policy formulation.
- Designs integrated management and planning systems for the Ministry.
- Supervises Ministry libraries.
- Carries out long range social and economic research and co-ordinates scientific research.

## **Ministerial Agencies**

### ***Mining Commissioner***

Conducts hearings on matters under dispute within the terms of The Mining Act.

### ***Niagara Parks Commission***

Develops and operates parks, recreation areas and historic sites as defined in the Niagara Parks Act, (R.S.O. 1970).

### ***Ontario Energy Board***

Regulates gas rates, gas and oil facilities, underground storage and any matters referred to it by the Lieutenant-Governor in Council and/or the Minister.

### ***St. Clair Parkway Commission***

Develops and operates parks and recreation areas as defined in The St. Clair Parkway Commission Act, 1966.

### ***St. Lawrence Parks Commission***

Develops and operates historic sites and parks as defined in The St. Lawrence Parks Commission Act.



<i>Regions</i>	<i>Districts</i>	
<b>Northwestern</b>	Dryden Fort Frances Ignace	Kenora Red Lake Sioux Lookout
<b>North Central</b>	Atikokan Geraldton Nipigon*	Terrace Bay Thunder Bay
<b>Northern</b>	Chapleau Cochrane Hearst Kapuskasing	Kirkland Lake Moosonee Timmins Gogama
<b>Northeastern</b>	Blind River Espanola Sault Ste. Marie Sudbury	Temagami North Bay Wawa White River
<b>Algonquin</b>	Bracebridge Parry Sound Minden	Pembroke Bancroft Whitney
<b>Eastern</b>	Brockville* Cornwall* Kemptville	Napanee Lanark Tweed
<b>Central</b>	Barrie* Hespeler Lindsay	Maple (Toronto) Fonthill
<b>Southwestern</b>	Aylmer Chatham* Owen Sound	Simcoe Wingham

Note:

\*Offices to be established.

Ministry offices and installations not listed will continue to function as operations centres as required.

Additional districts will be established as required.







**Ministry of Natural Resources**

Hon. Leo Bernier, Minister  
W. Q. Macnee, Deputy Minister

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